



PROMOTING INDUSTRIAL ZONES AND INVESTMENT MOBILIZATION
USAID WB/G SO1: EXPANDING ECONOMIC OPPORTUNITIES
CONTRACT No. 294-C-00-00-00071-00

<p>Creating a Strategic Vision and Strengthening Team Spirit for PIPA</p>
--

SUBMITTED

SEPTEMBER 2002

TO THE

USAID MISSION TO THE WEST BANK AND GAZA
MARGOT ELLIS, CTO

BY

COVERDALE
CATHRYN GODDARD

THE SERVICES GROUP (TSG)
2300 CLARENDON BOULEVARD 1110
ARLINGTON, VIRGINIA 22201
USA
WWW.TSGINC.COM

Table of Contents

Executive Summary	1
Acknowledgments	2
Overview Workshop Preparation and Approach	5
Task 1: Characteristics of an Effective Team	8
Task 2: Individual Purposes	9
Task 3: Why create a strategic vision and strengthen team spirit for PIPA?	10
Nature of this Report	11
Task 4: How can we create a strategic vision and strengthen team spirit for PIPA?	11
Task 5: Resources, Opportunities and Constraints in 2001	12
Task 6: Resources, Opportunities and Constraints in 2003	14
Task 7: A Systematic Approach to Priority PIPA Responsibilities	19
Task 8: Clarifying Roles and Responsibilities	23
Task 9: A Systematic Approach to Sharing the Results of this Workshop	25
Annex	28
Participant List	28
List of Tables	
Table 1: Creating a Creating a Strategic Vision and Strengthening Team	
Table 2: Palestinian National Authority & the Palestinian Private Sector Board	
Table 3: Flow of the Workshop Activities	
Table 4: Effectiveness of the Budget	
Table 5: What should be done to strengthen the relations between the Agency and the Board	

Executive Summary

The Board of Directors of the Palestinian Investment Promotion Agency (PIPA) participated in Creating a Strategic Vision and Strengthening Team Spirit for PIPA in a workshop held at the Ministry of Economy and Trade in Ramallah, September 22 – October 3, 2001. Using the state-of-the-art team building and planning techniques used by some of the world's largest multinational firms, participants worked long hours brainstorming and discussing options.

PIPA's Chairman of the Board and the Agency's Director General joined other board members to:

- Develop a shared vision of the future, including roles and responsibilities for board members.
- Strengthen teamwork and cooperation.
- Determine what the Board of Directors has to do to ensure realization of the vision.

Initially, participants focused on teambuilding and information sharing, developing a common language and using common methods. They asked why create a strategic vision and strengthen team spirit, and examined many purposes, including to:

- Create long-lasting peace throughout the region
- Ensure economic well being for all citizens
- Strengthen political stability
- Encourage free enterprise and private initiative
- Support local and regional security.

As with the introduction of any new methods, teams took some time in the beginning to adapt, but later achieved remarkable consensus as well as skill and enthusiasm to use the tools to apply these new tools to carry out the vision.

Participants identified the factors involved in how to realize these aspirations. Continuing this process, they produced a shared, strategic vision, first of the current situation, 2001, examining resources, opportunities and constraints, and then of the near future, 2003, including identifying what steps have to be taken to get them there..

In a powerful session, they applied the methods from the workshop to very specific board responsibilities mentioned in PIPA's enabling legislation. Two teams worked determinedly to produce strategies to deal with areas critical to the Board and PIPA's success:

- Special investments and incentives.
- The one-stop shop for investors.

Satisfied with their highly focused efforts, they clarified roles and responsibilities mentioned in the legislation between the Board, PIPA and situations where both were responsible (normally PIPA first, with the Board taking follow-up action with other parts of the Government).

On the last day, they produced communication strategies for sharing the methods used in the workshop with other stakeholders in the human network:

- Internally, for the Board, PIPA and others in West Bank/Gaza.
- Externally, for international partners.

This report is a result of these strategies, bilingual Arabic and English for the first audience, and English for the second.

Plans are living commitments to each other, to be revised as new information becomes available. Periodic review allows plans to stay reasonable and move smoothly through time and space, motivating those who carry them out. All participants agreed that the workshop was highly productive in creating a team spirit between the various stakeholders.

This report documents the process of developing a shared vision and identifying steps to realize it. By presenting the participants' actual outputs, it affirms the value of their exceptionally creative contributions. Each reader may draw from the report different conclusions, but its words and pictures capture the exciting spirit of teamwork and cooperation experienced in the workshop.

A journey of a thousand miles begins with the first step. Naturally only sustained commitment can realize the hopes and aspirations of workshop participants. The memory of the enthusiastic participation experienced in the two weeks together should provide great encouragement to the entire Board of Directors, the PIPA staff, private investors and members of the extended Investment Promotion Team as the journey continues.

Acknowledgments

The Coverdale Organization has had the pleasure of facilitating the workshop for the PIPA Board of Directors, "Creating a Strategic Vision and Strengthening Team Spirit for PIPA." We would like to thank each member of the team for giving remarkable efforts in generating enthusiasm, good will, creative approaches, and, most important, commitment. Your diverse knowledge, skills, disciplines, experiences and personal interests represent vital resources to this team.

This is your report and we are proud to have facilitated your efforts. You chose to work together, giving wholehearted support, putting in long hours, to make this workshop a success. Each of you chose, individually and as a team, to look for shared purposes and demonstrate respect for each other in producing the contents of this document.

Table 1: Creating a Strategic Vision and Strengthening Team

Ibrahim Barham	Ibrahim M.I. Jadallah
Jawad Naji	Naser A. Tahboub
Oqab Abdulsamad	Shaker Joudeh
Talal Nasiruddin	Walid N. Al-Ahmad
Jafar A. Hudaib	Maher Masri

Palestinian National Authority and the Palestinian Private Sector

This report reflects the efforts of key Palestinians committed to attracting investment as the fuel to develop a vibrant economy, based on private initiative, locally and as a model for the region. The rich combination of private and public sector officials reflected the teamwork necessary to developing a shared vision, and more important, to taking steps to make it a reality.

The Board is composed of private and public stakeholders, chaired by His Excellency, the Minister of Economy, and including the following governmental members.

Table 2: Palestinian National Authority & the Palestinian Private Sector Board

Ministry of Economy and Trade	Paltrade
Ministry of Finance	Palestinian Federation of Industries
Ministry of Industry	Federation of the Chamber of Commerce
Ministry of Agriculture	Palestinian Businessmen's Association
Ministry of Planning and International Cooperation	Palestinian Information Technology Association
Ministry of Tourism	
Ministry of Housing	
Monetary Authority	

The Board includes five private sector members.

Naser Tahboub, chairman of PIPA's Incentives Committee, from the Customs Service, is an active stakeholder and participated in the workshop.

Sponsors

The US Agency for International Development through its PRIZIM Project provided full support to the workshop. Sam Morris, whose support inspired the workshop, gave his undivided attention to ensuring the workshop's success. Minor Vargas, Chief of Party, provided his moral support and input while developing the design.

Behind the Scenes Support

In a workshop, we may only note those participants we see, but many people backstage are necessary for an event like this to succeed. Within PIPA and the Board, many people contributed their hopes and vision to the workshop design. Not everyone can be physically present at a workshop, but many of their ideas are reflected in the outcomes. Support staff in PIPA's touching eagerness to serve, from secretarial staff to drivers, to those who keep the meetings running by providing tea and coffee, represents fuel to any team. We thank all these indirect contributors for their input. They gave freely of their time and energy to ensure the success of their colleagues from the field.

In Jordan, USAID's AMIR Program has sponsored similar workshops. Minister Khaled Toukan used these methods to develop a strategic vision within the Ministry of Education. One of his General Directors, Ziad Sabayleh (Educational Activities) made a major contribution by recommending we produce this report in bilingual format. Although two languages complicate

production tremendously, English language and computer skills are both vital to West Bank/Gaza's future.

This report provides all readers with essential vocabulary for their needs at the managerial level. Adults can learn languages easily if they set realistic targets and focus on gradual progress. Discussing even a page of this text in English with colleagues regularly, especially daily, could steadily increase speaking confidence and language skills, with tremendous potential impact for PIPA, for investment promotion and for West Bank/Gaza.

Facilitation Team

While Coverdale had the lead responsibility for designing and managing the workshop, success would not have been possible without a team effort on the part of all those people trained as facilitators. Five people worked as external facilitators.

- Fida Musleh
- Ibrahim Brakat
- Ekhlas Anatii
- Nameer Khayyat
- Shireen Anbtawi

In addition, Ibrahim had primary responsibility for logistics, with the support of Sabrine Abed, secretarial liaison with the board, and Taghrid Hamdan, who also produced the certificates. Sahar Isawi and Taghrid Jaloudy from the PIPA staff assisted efficiently in the typing whenever necessary. All facilitators were involved in translating tasks, typing, copying, carrying supplies and setting up the rooms.

The art of facilitation is not in what you say, but rather how well you listen. The supportive attention of facilitators indirectly allowed two teams composed of people from diverse backgrounds and organizations to work to common purposes and common methods. Facilitators' listening and observation are what makes the smooth operation of the workshop possible, the adapting of the schedule and the tasks to suit participant needs. That gift we can give to any team we are a part of. We are grateful for their serving as beautiful models of the spirit of teamwork and cooperation. May they motivate each of us to do the same in our own teams!

Several of the facilitation team had been part of earlier training on customer service for investment promotion. Participation in the facilitation team represents continuity and connection to earlier teams, as well as commitment to development West Bank/Gaza's human resource potential.

- HE Maher Masri, Minister – Ministry of Economy and Trade
- Jafer Hdeib, General Director – PIPA

In the true spirit of facilitation, each of them chose to support the teams rather than draw attention to themselves.

What enables and empowers outstanding performance is in fact an environment where people are willing to take risks together. Instilling that confidence is in the nature of leadership, providing the balance between keeping an eye on the long-term objectives, while rolling up sleeves to deal with immediate demands.

Report Preparation

The tedious job of report preparation was a team effort, to which the transcribers' and translators' work was essential. Nameer Khayyat managed the overall process of documentation. The entire facilitation team contributed to the essential work of transcription. Sabrine and Taghrid provided most of the initial transcription, but Nameer pitched in whenever necessary. Almost all of the translations of the transcriptions were handled by Riham Tarazi, Fida and Ibrahim. Finally Sahar Malki handled the translation and formatting of the beginning of the report, ensuring the first impression of readers would be favorable.

The complexity of producing a bilingual report is hard to imagine, but the results, in terms of potential usefulness to participants are worth it. Without a dedicated team effort, this quality document could not have been achieved.

Many people helped to make the process efficient and pleasant. We are grateful to all who contributed. Hundreds of half sheets of paper thus lead to a vision. Those colorful bits of paper, when put together attractively, create an enduring memory to motivate each reader.

What is the purpose of a report like this? Is it the result of the workshop? No, hopefully the real result of the workshop is enhanced performance of the PIPA Team. Like the photographs, however, the report is a reminder to us of what we accomplished together and an inspiration for future cooperation.

May the spirit of teamwork experienced during the workshop and its participatory, facilitated process serve as a model for the entire team to share with others as you pursue your shared objectives.

The real results of workshops like these depend on the commitment of every member of the team. If each person sustains the enthusiasm and cooperation demonstrated in the workshop, a very bright future is assured, not only for the participants and potential investors, but also for all Palestinians, and even the region, for generations to come.

Overview: Workshop Preparation and Approach

Clarifying the Vision of the Workshop

One of the critical steps in preparation for the workshop was to meet with the Chairman of the Board of Directors and the General Director of PIPA, to understand their vision of the workshop and agree on purposes.

- Develop a shared vision of the future, including roles and responsibilities for board members

- Strengthen teamwork and cooperation
- Determine what the Board of Directors has to do to ensure realization of the vision.

Further purposes and results clarified the vision of the workshop:

- Exchange information between partners and help them to get to know each other better
- Practice participatory methods in the workshop that team members can later apply at work.

Anticipated results included:

- A spirit of teamwork
- Consensus among partners/stakeholders on the importance of cooperation
- Greater understanding of the resources each stakeholder represents
- Strategies to realize the vision
- Commitment of participants to work together to carry out these strategies.

Following this initial understanding, we met with the Board of Directors and determined their individual purposes. When we look at our individual aims or purposes, we soon discover our common aims. Despite diversity of opinion, a resource to any team, the initial vision provided the unity of purpose that drove the development of the workshop itself.

Members of the Board practiced written brainstorming, a key workshop tool, where they identified the characteristics of an effective team. In the first application, they used half-sheets of paper to capture a wide variety of ideas quickly.

During the Board meeting, participants also learned about the techniques and methods to be used in the workshop, so they would become more comfortable with them (alternation between general and team sessions, brainstorming, roles in a team, review).

Agreeing on a Common Language

To ensure active participation the workshop was conducted in Arabic. Two reports, a bilingual report in Arabic and a report in English, reflect the different audiences. The bilingual version, including Arabic, the national language of West Bank/Gaza, ensures the workshop will be shared with others within the Board, within PIPA and with its stakeholders in the private sector and in government, as well as helping all to increase their English skills. English is now the international language, as well as the language of international donors. This report, in two versions, documents, for different audiences, the enthusiasm and commitment of participants.

For Palestinians, operating skillfully in the two languages is becoming an international necessity to stay abreast of changing technology and ensure their own development. As more bilingual documentation like this report becomes available, as more people use both languages in the workplace, bilingualism can be one of the renewable national resources West Bank/Gaza becomes famous for, a major attraction to international investors.

Developing the Facilitation Team

When a workshop uses techniques people may not be used to, facilitators can help to manage the process of change. Although participants were asked to facilitate their own team tasks, external facilitators make the smooth operation of the workshop possible by adapting the schedule and the tasks to suit participant comments and needs. In addition, after the workshop is over, these facilitators can be very useful to the PIPA and to its stakeholders in managing a process of teamwork and cooperation to deal with change.

As part of their training, facilitators developed criteria for successful workshops and identified the tasks needed to ensure attaining world-class standards, before during and after the event (meetings, workshops or conferences). They examined the logistics of preparation, from room set up to food and beverage arrangements. They devised team compositions and worked on task wordings.

The training sessions consisted of allowing participants to experience the same methods and techniques they would use in the workshop itself. In addition to the content side of the workshop, trainees were exposed to the logistics of organizing an interactive workshop. Working with the PRIZIM project, they saw the importance of attention to many, many details to make participants work easier: hotel arrangements, food, room layout, folders to hold information about the workshop, supplies to allow active discussions while still capturing ideas. Flip charts, markers, half sheets of paper and tape, were purchased in quantity to facilitate the process.

Trainees also brought their knowledge of the subject area of investment promotion, of participants themselves, of the Palestinian context, as well as their experience with previous workshops or conferences. Not all who participated in the training worked directly with the Board workshop, but their input was useful to the process. Many people are needed on and off stage to conduct a successful workshop, especially one with active participation. The training emphasized that for a facilitation team to be successful, everyone must fully feel they serve as a model for the whole team. All who participated in the training acquired skills that can be useful to their professional careers, and to the Investment Promotion Team.

The output of this facilitation training included brainstorming on purposes of the workshop, as well as an inventory of the facilitation trainees and the skills they brought to the team. Based on years of experience in this field, the Coverdale Organization drafted a workshop schedule using inputs from the Director General and key stakeholders, as well as the facilitation training output. The flexible agenda for the workshop revised regularly, based on input from facilitators and participants.

In a workshop without a strong teambuilding purpose, organizers can set an agenda of their own choice and essentially force participants to comply with it. In the light of the PIPA's purposes of building a team, and its highly skilled participants, this approach, known as traffic cop facilitation, would have been inappropriate. To ensure willing participation and cooperation,

participants had direct input to the agenda during pre-workshop interviews as well as during the workshop itself, where their comments shaped the agenda as well as the tasks.

Flow of the Workshop

Preparing to Work Together

In the opening session, participants introduced each other using a carefully timed format designed to apply the principles of time management from the very beginning. After reviewing overall workshop purposes, they examined the results of their first brainstorms in the Board of Directors meetings.

Table 3: Flow of the Workshop Activities

Theme	Time	Tasks
Team building, sharing information	First two sessions	Task 1 Individual Purposes
		Task 2 Characteristics of an Effective Team
		Task 3 Why create a strategic vision and Strengthen team spirit for PIPA?
		Task 4 How can we create a strategic Vision and strengthen team spirit for PIPA?
	Middle two sessions	Task 5 Resources Opportunities and Constraints: 2001
		Task 6 Resources Opportunities and Constraints: 2003
Strategic planning	Last two sessions	Task 7 Developing strategies Special Investment and Incentives One Stop Shop
		Task 8 Roles and responsibilities Board, PIPA or both
		Task 9 Communication strategies Internal External

Task 1: Characteristics of an Effective Team

- Sharing information (3)
- To listen / share ideas (2)
- Respect other's opinions
- Respect / appreciation
- Discussion / conversation
- Discussing + concerning work
- Open mindedness / respecting other's opinions
- Ability to make a decision
- Teamwork (2)
- Accept team work

- Feeling that you are a part of the team
- Reporting
- Exchanging ideas
- Every one knows what she/he is doing
- Accept criticism
- Respecting time (2)
- Positive competition
- Listen to other point of views
- Avoid the personal interests
- Harmony (4)
- Accepting distribution of tasks
- Open minded
- Define the leader
- Accept the others ideas
- Communication (3)
- Commitment to the goals
- Cooperation (2)

Task 2: Individual Purposes

- Develop team work (6)
- Work as a team and acquire knowledge to use it in self-development as well as developing the institution I am working for
- Shared ideas belong to everyone
- Reduce unnecessarily sensitive issues in dealing with the others
- Discover strengths and weaknesses in the work of the board of directories
- Coordinate the relation ship between Board of Directories, Employees, and Investors
- Gain new ideas and apply strategies
- Acknowledge new methods to develop and facilitate PIPA's mission (2)
- Share in developing a strategy for a future vision to promote investment in West Bank/Gaza
- Maximize the awareness of my sector
- Better management
- Develop knowledge and gain new experiences
- Focus on the goal and put priorities

In general session, they identified why to create a strategic vision and strengthen team spirit for PIPA.

Task 3: Why Create a Strategic Vision and Strengthen Team Spirit for PIPA?

- Achieve PIPA's goals and tasks
- Achieve the greatest possible results and the goals of PIPA
- Develop the economic life of Palestinian
- Increase the Palestinian National economy
- Activate the role of PIPA and improve the efficient to achieve the goal
- Give the investor confidence in PIPA
- Develop investment in West Bank/Gaza
- Achieve the goals for which the agency was created
- Build an institution to serve Palestinians to improve living conditions
- Help PIPA succeed in its role
- Achieve what can be achieved with high standard
- To provide the best services to the investors
- Understand and agree on the mission and the vision
- Assist and facilitate for the investors
- To implement the tasks of PIPA
- The importance and need to promote investment for the Palestinian economy
- A competitive investment environment
- Special circumstances and unique nature of investment in West Bank/Gaza
- Create long-lasting peace throughout the region
- Ensure economic well being for all citizens
- Strengthen political stability
- Encourage free enterprise and private initiative
- Support local and regional security

Following this application, participants moved to their teams. To ensure all participants the opportunity to work with they rotated among the teams during the sessions. Teams prepared to work together using methods introduced to facilitate teamwork in the breakout sessions, including roles in a team and review.

- Minister Maher Masri
- General Director Jafer Hdaib

In any team, people can take responsibility for helping each other move forward by assuming certain roles that facilitate the process of working together. During Coverdale workshops we frequently ask participants to prepare to work together by identifying the roles they will play and the methods they will use to reach agreement. Based on its experience conducting participatory workshops, the Coverdale Organization has seen that every team appears to function better (at brainstorming and other tasks) when the following general roles are filled:

- Internal facilitator to facilitate discussion
- Chart manager to handle putting up the half sheets and collecting them for transcription
- Reporter to make the 3 minute report in general session
- Time keeper to help the team manage time

- Participant(s) to plan the action, carry out the task and review it afterwards
- Observer(s) to help the team improve

Of course, everyone is a participant and anyone can observe. Acknowledging these roles recognizes that we all play multiple roles within any team. Knowing in advance what is expected of you allows you to contribute more fully. Leadership can emerge within this framework at any level, according to skills, according to knowledge, according to authority and according to circumstances.

In addition, the program provided the each team with external facilitators, to present tasks, clarify method and facilitate the process. Each group elaborated its own methods of working together and reviewed their own actions to learn from their successes and develop appropriate solutions to any difficulties.

Teams conducted reviews using a specific review method and compared results in general session, strengthening their skills at observation and listening in order to learn from each other. At the end of each task, participants noted lessons learned and areas for improvement.

Nature of This Report

A report of this kind primarily documents the outputs of the working groups along with the presentations made in general session. We hope it also captures the participatory approach, the enthusiastic exchange of information, and the spirit of listening and mutual respect generated in the workshop itself.

Transcripts of the sessions follow, in the words of participants, respecting their input and supporting their efforts.

Task 4: How to Create a Vision and Strengthen Team Spirit for PIPA?

Blue Team

- Continuous communication between board members outside the meetings.
- Exchange information and coordinate between the board and PIPA staff.
- Regular attendance of meetings.
- Accept others' different opinions respectfully.
- Define realistic, achievable objectives.
- Divide up work and establish tasks.
- Commitment to teamwork.
- Establish an overall, phased plan to achieve goals.
- Develop information through continuous training.
- Maintain communication and exchange information between members.
- Hold annual board meetings.
- Cooperate in solving problems.

Red Team

- Review the current situation and discuss it with all members.
- Study the needs of West Bank/Gaza and promote necessary projects.
- Clarify PIPA's objectives and work to achieve the aspired goals.
- Discuss strategies for the future to improve the current situation, taking into account the points of view of all members, to make a decision based on consensus.
- Examine and learn from the experience of others.
- Work on improving investment.

How to enhance teamwork

- Develop communication between the team.
- Respect time.
- Focus on objective discussions.
- Good listening.
- Focus on attending all the meetings.
- Accept constructive criticism with a good spirit.
- Respect others' opinions.
- Agree on a unified reporting system.
- Put the public concern a priority.
- Ensure transparency in work.

Task 5: Resources, Opportunities and Constraints in 2001**Purposes**

- Guarantee the workshop efficiency
- Prepare the suitable program for the workshop
- Save time and energy
- Guarantee the comfort of participants by providing the suitable environment
- Provide the suitable equipment

Results

- Make a good impression
- Active participation between team members
- Share opinions
- Increase the efficiency of participants
- Save time
- Guarantee the success of the workshop
- Develop team spirit
- Hold new workshops

Criteria

- Provide computers
- Provide the funds needed to buy equipments (2)
- Facilitate transportation
- Prepare important details for conversation
- Discipline and commitment (3)

- Active participation
- Prepare the microphones in the room
- Organization
- Cooperation (2)
- Save time (3)
- Provide the cost of the workshop by arranging the food quantity according to the number of participants
- Plan the workshop
- Benefits from the program as far as implementation is concerned

What?

- Prepare the names of participants (3)
- Prepare name tags (4)
- Contact members and give information about the workshop
- Prepare food and beverages (3)
- Prepare files, papers, a table and chairs (6)

- Provide good lighting
- Cleanliness and organization (2)
- Organizing and distributing roles that guarantee speed in finishing the work
- Early reservations for the conference room

Information

- Who are the participants? (7)
- Prepare the room
- Prepare special materials
- Assuring that the guests arrive in time
- Check sound (2)
- Check place and equipment (6)
- Check time for all participants (2)
- Cleanliness
- Check the atmosphere of the room, suitable or not
- Check the resting area

- What is the subject of the workshop and the material to be discussed (3)?
- What is the purpose of the workshop?
- Is there a need to use a projector or presentation?

Task 6: Resources, Opportunities and Constraints in 2003

Blue Team

Resources

- Geographic location
- Human resources
- Industry
- Tourism
- Services
- Return of Palestinian experts
- Free economy
- Raise deposits in the banking systems
- Agriculture
- Advanced technology
- Greater fund resources
- Greater geographic areas
- Political stability
- Exposed banking sector
- Greater economic resources from abroad

Constraints

- Uncompleted economic laws
- Un-development court systems
- Scarcity of water
- Limited Financial resources
- Changing the Israeli- Palestinian Agreement
- Fiduciary guarantees and not developed
- The Authority institutions are incapable of creating a clear working system
- Control on borders
- Political situation
- Limited of natural resources
- Slowness in developing laws
- Conflict in political vision

Opportunities

- To activate technical assistance programs with the EU
- Fund raising
- Attract Palestinian investments abroad
- Activate the role in Free Arab Trade Area
- To have a transit agreement with Israel
- Develop new industrial areas internally/ and externally
- Arrange international exhibition for Palestinian products

- Improve entertainment centers internally
- Improve information technology sector
- Increase the number of technological incubators

What will PIPA do in 2003?

- Provide economical information
- Promote investments opportunities
- Examine investment opportunities
- Introduce investors to internal and external fund resources
- Market investment projects
- Investment opportunities
- Services

Procedures

- Establish and announce board decisions
- Conduct a seminar and workshops to strengthen a common conception of the Agency's role
- Improve the communication tools between workers in the West Bank and Gaza Strip
- To communicate with the Israeli side to facilitate and reduce procedures
- The assignment of qualified personnel for PIPA
- Rent suitable building for PIPA in the West Bank and Gaza
- Assign the technical and executive bodies of PIPA
- Provide permanent locations for PIPA in the West Bank and Gaza
- Improve means of communication between the West Bank and Gaza
- Periodical meetings for the board
- Facilitate the entrance and residence of Arab investors and foreigners in West Bank/Gaza (with Israel)
- Unify laws
- To clarify the investment promotion law and its features to the economical sector
- Strengthen communication with Palestinian gathering abroad
- To clarify to Israelis the features of the Palestinian investment law
- To communicate with the Israeli Industrial Chamber to look into the possibility for bilateral investment
- Build of developed relations with Investment Promotion Agencies in the region
- Promotion of West Bank/Gaza in the region
- Build up relations with regional institution specialized in investment
- Facilitate investor's movement between the West Bank and Gaza
- Communicate with all Investment Promotion Agencies in the world through WIPA and to clarify PIPA's role and the distinctive features for investing in West Bank/Gaza
- Special preferences for M.N.C in IT

Partners

- International cooperation's M.N.C
- Arab investors companies
- Palestinian abroad

- Arab investment funds
- International fiduciary funds
- International companies
- International, regional, Arab financial companies
- Palestinian investors, Arab and foreigners

PIPA in Journalism

- The mentioning of PIPA's activities and accomplishment many times
- Discuss PIPA's establishment stages
- Commercial advertisements to promote PIPA
- Reports on TVs and in newspapers on PIPA's accomplishments

Investment? Jobs?

- Include employment in labor market
- Put all requirements and procedures on the internet

Effectiveness of human resources

- Investment has increased about 20% more than its now
- Highly qualified Palestinian experts
- Training Palestinian personnel in similar agencies and institutions

Current Situation**Resources**

- Decrease in tourism
- Decrease in industry
- Decrease in imports
- Weakness in marketing
- Decrease in exports
- Decrease in agriculture
- Persuade the banking sector to reschedule the debts
- To find funding support unit and guarantee exports
- Find funding agencies through Arab and international investment agencies
- Decrease in investment
- Weakness in implementing the law

Steps

- Maintain current investment
- Present facilitated services to the investor

Partners

- Local investors

Red Team**Resources****Better Circumstances**

- Fund resources is available
- Political settlement
- Control on borders and passageways
- Full control on natural resources
- Coherent infrastructure
- Better challenging features in target markets
- Authority's clear vision in assigning tasks

Same Circumstances

- Same resources of 2001
- Lack of fund
- Lack of technical capacities
- No political settlement

Constraints

- Legislations are the same with no improvement
- In-ability to build human capabilities
- Lack of budget
- Increase in regional competition
- Increase of inflation

Opportunities

- Investment in housing
- Investment in information
- Growth in tourism investment
- Bilateral investment with international investors
- Support research and development
- Improve the educational methods
- Find complementary industries
- Improve the infrastructure

What will PIPA do in 2003?

- Facilitate communications with investors
- Conduct special programs to support the private sector
- Assist investors to move freely between Gaza and the West Bank and to external countries
- To fully implement PIPA's assignments in an effective way
- Branches of PIPA are found internationally

Steps

- Fund raising private sector programs
- Conduct conferences for investors to establish a network information about Palestinian Investors in the world
- Establish a network to provide investors with all our services
- Offer studies and required data for investors about West Bank/Gaza
- Conferences for Palestinian investors abroad
- Promote and market investment in an affective way
- To reformulate PIPA's law so that it will be adapted to the year 2003 and afterwards
- To welcome new members in PIPA's executive council with influence

Partners

- Palestinians in the Latin America and the gulf
- Companies of information systems
- Companies with common projects
- Companies of infrastructure
- Arab Investment Agency
- Companies alike investment companies

What to do to them?

- Facilitations
- Provide information and continuous incentives
- Guarantee of investment
- Solve of problems on borders

What do they do to you?

- Part of investment promotion net
- Market West Bank/Gaza aboard
- To help develop the national economy
- Attract new investments

PIPA in Journalism

- Approval of a monthly bulletin in Arabic & English
- 240 times in local news
- 60 times in international news

Investment? Jobs?

- Five hundred million US Dollars
- Ten thousand of job opportunities

Table 4: Effectiveness of the Budget

Systems and tools	\$250.000
Studies	\$ 200.000
Salaries	\$1.000.000
External assignments	\$200.000
Miscellaneous	\$200.000
External conferences	\$250.000
Information programs	\$150.000
Training	\$150.000
Participation in related Exhibitions	\$150.000
Promotion tools	\$500.000
Development of communication means	\$100.000
Total	\$3.200.000

Fund resources

- Local \$1.000.000
- Deficit \$2.200.000

Cover deficit

- Arab Investment Promotion Agency
- Donor countries

Task 7: A Systematic Approach to Priority PIPA Responsibilities**Blue Team: What is PIPA selling?****Red Team: One Stop Shop****Blue Team****What is PIPA selling? Internally / Externally? Where is your market?****Internally /Externally****Resources**

- West Bank/Gaza geographic location
- Services
- Human resources/ level of education
- Agriculture
- Agricultural material
- Industry
- Tourism
- Historic tourism and archeology
- Religious tourism/Muslim and Christian
- Arab tourism

Constraints

- Lack of funds
- Lack of natural resources
- Lack of clear vision for West Bank/Gaza
- Political situation
- The relationship between the government officials
- Making the laws

Opportunities

- Human resources
- Funding
- Funding resources and banking system
- Laws
- Reducing the cost for the employees
- A network of human connections
- Information Technology
- Institutional work
- Political situation

- Infrastructure
- Housing
- Separate economic ties from Israel
- Lack of government borrowing

What is PIPA selling?

- Providing information for investors
- Following up with the problems and working to solve it
- Tax incentives
- Markets
- Representing West Bank/Gaza in similar institutions in the world

- Selling investment opportunities
- Establishing laws to promote investment
- Facilitating the administrative procedures
- Investment guarantees

Markets

- Palestinian investors in and outside West Bank/Gaza
- Arab investors
- Financial Arab institutions
- International Financial institutions
- The Islamic World

Red Team

The One-Stop Shop Where Too?

Purposes

- Design Center
- Finding an information library
- Facilitate the procedure for investors
- Collect all departments in one place
- Provide information on laws and legislation needed for investors
- Provide one group to deal with
- Create a positive atmosphere for the investor
- Reduce bureaucracy
- Reduce time for investor
- Reduce cost for the investor
- Create an information unit for investors
- Finish all procedures for the investor in one place

Results

- The ease to handle port files of the investor
- Speed in answering the investor
- Cutting time for investor
- Cultural
- Encouraging investors to invest in West Bank/Gaza
- Create a comfortable atmosphere for the investor
- Informing the investor about the agency
- Speed in solving the investor's problems
- Coordination with other ministries
- Speed in finishing procedures

Criteria

- Maintain the confidentiality of information
- Providing specific information for investors
- The use of new tools
- Reduce time
- Put the administrative framework of the Agency
- Divide the departments in the building
- To exist in one place
- Regular attendance for the ministries' representatives
- Commit to a time limit to implement the projects according to the law
- Commit to executing tasks in the fastest possible time
- Teamwork
- Mutual respect between employees
- Provide good treatment to the investor

- There is no need for the investor to go any where else

Information

Successes

- Gathering of representative in one place
- An atmosphere of respect
- A training program in English language
- Strategic plan to improve the agency and the one stop shop
- Training program externally
- A director general who is committed and dedicated to work
- Training workshops to emphasize teamwork
- Laws that are related
- Statistics on Palestinian economy
- Specific success stories
- The size of investment in various sectors
- The size of external investment
- Work Law
- A good understanding of the importance of the one- stop shop
- Advertisement campaign

Difficulties

- MIS
- Lack of needed budgets
- Lack of vision at related ministries
- Change some of the ministries' representatives
- Absence of some of the representatives
- Lack of clear job description for the employees of the one stop shop
- Incompletion of related laws
- The representatives do not take decisions
- The representatives do not give out permits
- The need for more training
- Weakness in the English Language
- The need to emphasize the important role of the one stop shop
- Incompletion of the one stop shop
- Incompletion of the building
- Difficulty in appointing more employees due to the lack of funding

How?

- The existence of a clear plan for work
- Notice the mistakes and try to fix them
- Strengthen the relation between the agency and the board of directors
- Furnishing the building
- Organize meetings for the employees

- Continue training programs according to the plan
- Encourage the legislative council to complete the laws
- Emphasize the role of the one stop shop to the ministries
- Finish the work on MIS as soon as possible
- Coordinate with the ministries regarding the representatives and their tasks
- Complete the one stop shop
- Put the needed studies of the one stop shop and discussing it
- Keeping the representatives of the ministries

Table 5: What should be done to strengthen the relations between the Agency and the Board

What should we do?	Who?	When?
Depend on a unified one stop shop	Board of directors	Before announcing the one stop shop
Organize advertising campaigns	Executive team	Continuous
Provide the needed budgets	Board of Directors	Periodically
Organize the responsibilities of the employees	Director General with the Chairman	Must be ready
Convince the authority in the importance of the one stop shop	Chairman and members	Soonest possible time
Independent decision of the one stop shop	The responsibility of the Director General to execute it	Continuously
Establish specialized comities to discuss future plans	Director General	Periodically
Delegation	DG	Periodically
Discuss the difficulties and successes that the agency faces	Chairman of the board	Every six months
Put the regulations needed for the one stop shop	DG	
Continuous review to develop a work plan and strategy for the agency	Board of Directors	Yearly

Task 8: Clarifying Roles and Responsibilities Board of Directors, PIPA or Both

Article (15)

The functions of the Board of Directors shall convene to:

Board, PIPA or Both

1. Oversee and evaluate policies and Investments.
2. Submit recommendations to the Council of Ministers and Propose needed changes in the criteria for granting the Incentives and exemptions.
3. Attract investors to West Bank/Gaza.

4. Advise the Minister of Economy and Trade and the Minister of Finance on Palestinian investment policies.
5. Issue confirmations of Investment.
6. Create and maintain the Registry of Investments.
7. Supervise enterprises benefiting from the Incentives.
8. Appoint independent auditors to audit the financial statements of the Authority.
9. Implement decisions of the Council of Ministers concerning changes in the criteria for granting the Incentives.
10. Monitor the implementation of the Investment Law and recommend changes to the Council of Ministers and the Palestinian Legislative Council.
11. Monitor any Palestinian law or regulation that may restrict, limit, or prejudice any of the rights and guarantees provided in the Investment Law, and propose changes to such laws and regulations to the Council of Ministers for adoption.
12. Assist the Authority in complying with any investment Agreement that the Authority may enter into with another State or international organization.
13. Develop a close working relationship with the concerned Palestinian authorities to assure a unified national investment promotion strategy.
14. Monitor the performance of the Authority, which shall include preparing an annual report on the Authority's activities and the Authority's audited financial statements.
15. Look into proposing and modernizing laws related to investment and adopting policies and programs that contribute to providing an environment conducive to investment.
16. Issue an annual guide for investment opportunities in West Bank/Gaza.
17. Suspend the confirmation of exemptions and incentives in the event the Investor is found in violation of this Law; the Investor has the right to appeal within thirty (30) days
18. Create a one-stop shop to facilitate all procedures for the Investor concerning the investment including the issuance of permits and reduction of routine administrative procedures at various official offices.
19. Adopt the necessary procedures for the Authority staff in accordance with the Civil Servants Law.

20. Appoint consultants and experts as deemed necessary by the Authority and in accordance with the conditions set by the Board of Directors.

Task 9: A Systematic Approach to Sharing the Results of this Workshop

Blue Team: Internally, with the Board, PIPA, and other parts of West Bank/Gaza

Red Team: Externally, with International Partners

Blue Team

Internal Communications

Purposes

- Get the information from it places
- Organize and coordinate with different sides
- Contact the Palestinian universities.
- Contact with the privet sector.
- Contact the specialized employees in the ministries

- Ask if others have the same experience.
- Contact with the board directors of big companies.
- Contact with the federation of chambers of commerce.
- Participate in workshops from public and private institutions
- Intensify the importance like workshops

- “Intensify the results of the workshop
- Make sure that the tasks agreed upon in the workshop have been implemented
- Explain the benefits of teamwork
- Explain content of the workshop for others
- Contact NGOs
- Contact the industrial zone board of directors
- Contact the local societies

Results

- Intensify efficiency of the board of directors
- Intensify the efficiency of the agency
- Better discipline
- Accept others opinions
- To understand the activities & the role of the board

- Benefit from the specialized members
- A shared understanding for the board directors whose attending or upset.
- Developing the methods of direct connections between the board members.

- Facilitate the communication with the board members
- To get the use of information in the institutes.
- The art of listening
- To speed the principles of speaking frankly.
- To spread the thought of teamwork.
- More understanding.
- To create style for shared work.

- To expand the pace of knowledge.
- Better understanding
- Activate the role of local sides in investment
- To create a method of cooperation & commitment of the boards work.
- To have information about the activities & the scoop of work for the members of the board directors.

Criteria

- Follow up.
- Initiation.
- Exchange opinions and in formations.
- Periodical Meetings.
- Written & Electronically Communications.

- Through the reports of the workshop.
- Through specialized trainings.
- Commitment & using office skills.
- Attending similar workshops.
- Raise the awareness' of the importance of the investment.
- Increase the local attention for investment.

What should we do?

- Conduct a special meeting to generalize
- Make members execute commitments
- Conduct Advertising workshops known to specific committees
- Documenting the workshop
- To have meetings for this workshop.
- Distribute the subjects of the session to others.
- Informing the ministries through its representatives about what happened.
- Share results from the workshop to the others.

Who?

- Ministries represented in the agency
- The board members.
- PIPA stuff.
- Special members each in his own field

When?

- As fast as possible

Red Team**The Agency and International Communications****Purposes**

- Create International Strategic partners
- Create international networks to encourage investment
- Support the Investment Promotion Agency
- To get to know a greater network which could support the Agency
- Strengthen communication with international parties

- Create network with external investors
- Prepare what you want very well
- Provide others with convincing information
- Be exposed to goals of other international institutions
- Convey the Agency's capacity and efficiency to others

Results

- Financial support
- Stronger International Relations
- New expertise
- International Promotion of West Bank/Gaza
- Greater trust in the Agency

- Expand of capacities of the Agency
- Easy Communication and achievement of results
- Reduce time
- Working with International Standards
- Increase investment in West Bank/Gaza
- Magnetizing new investors

Criteria

- To use new communication tools
- To know the goals of all institutions in order to conclude what is required
- Continuous training on teamwork
- Expand the council's image towards the Agency
- Build the Council's capacity to work as one team

- Get feedback from international institutions

- To work in a systematic approach
- To prepare what is required in an organized clear plan
- Create the spirit of a team work
- To further work with the spirit of the current workshop in future

- Participation of council members in the international tasks
- Observe the regional competition
- The members of the council should Play a bigger role in inviting international delegations

What should we do?

- Periodical Council Meetings
- Use of written reports
- Use the internet
- Check out results
- Follow up with reports
- To use the reports of this training as a feedback in the future
- To arrange international trips for the council members
- To promote the Agency through personal relations with international bodies
- To conduct a conference for representative from donor countries

Who?

- The council and the Administration
- Board of directors
- Council Members

When?

- Periodical meetings
- After each meeting
- When necessary

Annex**Participant List**

- Ibrahim Barham
- Ibrahim M. I Jadallah
- Jawad Naji
- Walid N. Al-Ahmad
- Eqab Abed Al Samad
- Shaker S. A. Judeh
- Talal Naser Al- Den
- Jafar Hdaib
- Maher Masri